

2016

**USC Norris**  
**Cancer Hospital**  
Part of the Keck Medical Center of USC



USC Norris Cancer Hospital

Annual Report and Plan for  
**COMMUNITY BENEFIT**

**Fiscal Year 2016**

Submitted to:  
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## **MISSION STATEMENT**

We are the USC Norris Cancer Hospital. We strive to be the trusted leader in quality health care that is personalized, compassionate and innovative.

- We stand for empowerment, integrity, respect, collegiality and vitality
- We commit to authenticity
- We commit to excellence in clinical care, teaching and research

You can count on us to be fully present in the delivery of uncompromising health care.

## **ABOUT USC NORRIS CANCER HOSPITAL**

USC Norris Cancer Hospital is a private, nonprofit acute care hospital staffed by the faculty at the Keck School of Medicine of the University of Southern California. On November 1, 2011 we introduced the Keck Medicine of USC – a new name in world-class medicine encompassing USC Norris Cancer Hospital and Keck Hospital of USC (formerly USC University Hospital), and 500 renowned faculty physicians from the Keck School of Medicine of USC. In 2013, Keck Medicine of USC affiliated with USC Verdugo Hills Hospital.

One of only a few facilities in Southern California built exclusively for cancer research and patient care, USC Norris Cancer Hospital is a 60-bed inpatient facility providing acute and critical care. The hospital features a designated bone marrow transplantation unit and a surgical unit with specially trained staff who strive to meet the unique needs of cancer patients and their loved ones. USC Norris Cancer Hospital is affiliated with the USC Norris Comprehensive Cancer Center – a National Cancer Institute-designated comprehensive cancer center. The close affiliation between the Hospital and Cancer Center offers access to patients seeking the latest breakthroughs in cancer prevention and treatment. In addition to patient care, USC Norris Cancer Hospital is a site for clinical research, supporting patients participating in cutting edge clinical trials. USC Norris Cancer Hospital is also strongly committed to education. As a member of the USC family, it is a teaching hospital, training residents and fellows in graduate medical education.

Staffed by physicians, who are also faculty at the Keck School of Medicine of the University of Southern California, USC Norris Cancer Hospital offers advanced treatment devoted to cancer treatment and research. Treatment options include surgery, radiation therapy and chemotherapy, and newer approaches to cancer management, such as immunotherapy and gene therapy.

## **COMMUNITY HEALTH NEEDS ASSESSMENT**

In 2016, USC Norris Cancer Hospital conducted a Community Health Needs Assessment (CHNA) as required by state and federal law. California Senate Bill 697 and the Patient Protection and Affordable Care Act and IRS section 501(r)(3) direct tax exempt hospitals to conduct a CHNA and develop an Implementation Strategy every three years. This CHNA was carried out in partnership with Keck Hospital of USC. The complete Community Health Needs Assessment and the sources of data can be accessed at [www.keckmedicine.org/community-benefit/](http://www.keckmedicine.org/community-benefit/).

USC Norris Cancer Hospital is located east of downtown Los Angeles on USC's Health Sciences Campus at 1441 Eastlake Avenue, Los Angeles, California 90033. It is located in the Boyle Heights neighborhood of Los Angeles in LA County Service Planning Area (SPA) 4. The hospital draws primarily adult patients regionally from Southern California, with a primary service area of Los Angeles County, California.

### **Methodology**

The assessment incorporated components of primary data collection and secondary data analysis that focus on the health and social needs of the service area. Secondary data were collected from a variety of sources. Targeted interviews were used to gather information and opinions from persons who represented the broad interests of the community served by the hospital. Fifteen interviews were completed. Interviewees included individuals who are leaders and representatives of medically underserved, low-income, and minority populations, or regional, State or local health or other departments or agencies that have "current data or other information relevant to the health needs of the community served by the hospital facility." Input was obtained from Los Angeles County Department of Public Health officials.

The analysis of secondary data yielded a preliminary list of significant health needs, which then informed primary data collection. The primary data collection process was designed to validate secondary data findings, identify additional community issues, solicit information on disparities among subpopulations, ascertain community assets to address needs and discover gaps in resources. The identified significant health needs were prioritized with input from the community and resulted in the following prioritization of the significant health needs:

1. Access to care
2. Chronic diseases
3. Overweight/obesity
4. Mental health

5. Substance abuse
6. Cancer
7. Safety and community violence
8. STD/HIV/AIDS
9. Dental health

## COMMUNITY BENEFIT SERVICES SUMMARY

### COMMUNITY HEALTH IMPROVEMENT SERVICES

*Activities carried out to improve community health.*

#### Community Health Education

USC Norris Cancer Hospital participated in and hosted a number of community-based education and outreach efforts to raise awareness of cancer and encourage prevention activities. The hospital provided health education informational materials and hosted education seminars and workshops on a variety of topics open to the public.

They also provided public health education in the media and community health awareness events to encourage healthy behaviors, and prevent and treat cancer.

Support group sessions were dedicated to serving those dealing with cancer and their caregivers. Printed educational materials on a variety of cancer prevention and treatment topics were made available to patients, families, community groups and the public, for no charge.

- Bladder Cancer Support Group – for male and female patients and their families who are pre- and post-treatment for bladder cancer. Meetings feature speakers on relevant topics, and open discussions during which members may share information and feelings related to diagnosis and treatment.
- Caregiver Support Group – this support group is open to men and women who are caring for loved ones. Meetings feature current topics related to caregiving for discussion. We provide a safe haven for sharing feelings in a nonjudgmental atmosphere, exploring coping mechanisms and supporting one another.
- For Men Only Prostate Cancer Support Group – we offer a support group to provide men with prostate cancer the chance to share common concerns and feelings in a smaller, more intimate setting. The group is facilitated by a Licensed Clinical Social Worker.
- Look Good Feel Better – this program is presented in cooperation with the American Cancer Society, the Cosmetology Association, and the Cosmetics, Toiletry and Fragrance Association Foundation. It is designed to address the special concerns of women undergoing or who will undergo chemotherapy or radiation therapy and provides information on make-up, skin care, and hair care.
- Lung Cancer Education/Support Group – this program is open to individuals and their families who are pre- and post-treatment for lung cancer. Meetings feature a speaker on a relevant topic, and open discussion. The meeting provides members with an opportunity to share and listen to information and feelings related to diagnosis and treatment.

### Community Based Clinical Services

Festival of Life – the annual Festival of Life celebration was hosted by USC Norris Cancer Hospital and touched the lives of 830 participants. The Festival is a celebration held for cancer survivors and their families and is open to the public. The Festival included inspirational speakers, testimonials, cancer prevention and treatment information, and other events.

### Health Care Support Services

- CancerHelp is a computer-based cancer education program from the National Cancer Institute. This program is available to patients, staff and the public.
- The Patient Education and Community Outreach Center (PEOC) and Jennifer Diamond Cancer Resource Library is a state-of-the-art facility with print and electronic cancer education and resource materials devoted to patients, their families and community members seeking information on cancer. The center also provides outreach activities and conducts informational programs relevant to the communities it serves.
- The Image Enhancement Center assists with appearance and body image issues as a result of cancer treatment. Services are open to the community and include mastectomy prosthesis fittings. The Center engages a Mastectomy Fitter.
- Taxi vouchers were made available to patients and families for whom accessing transportation is a barrier to obtaining care.
- Keck Medicine of USC provided access to an electronic health library available to the public on its website. The site provides information on health conditions, wellness and prevention.

### HEALTH PROFESSIONS EDUCATION

*Educational programs for physicians and medical students, nurses and nursing students, and other health care professionals and students.*

### Graduate Medical Education

The USC Hospitals are clinical settings for Interns, Residents and Fellows from the USC Keck School of Medicine. Clinical faculty at the Keck School of Medicine directs a broad range of accredited residency and fellowship training programs.

### Nursing Education

Nursing students from American University of Health Sciences, California State University Los Angeles, Grand Canyon University, UCLA, Mount St. Mary's College, California State University Dominguez Hills, University of San Francisco, West Coast University, Glendale Community College and Azusa Pacific University were precepted by the nursing staff.

### Other Health Professions Education

- Speech Therapists and Occupational Therapists obtained precepted internships.
- USC Pharmacy students were assigned pharmacist preceptors and received onsite training.
- 6 graduate level students in social work received student precepting.

### Continuing Education

The hospital hosted education events made available to health providers throughout the USC Keck School of Medicine, hospital staff and the provider community. The hospital offered guests lectures presented to the at-large clinician community and to health sciences students in Southern California.

### RESEARCH

*Clinical and community health research, and studies on health care delivery that are generalizable, shared with the public and funded by the government or a tax-exempt entity; does not include the costs of proprietary research.*

Clinical trials take place at the USC Health Sciences Campus. Administration and oversight are provided for research studies that involve hospital patients and facilities.

### CASH AND IN-KIND DONATIONS

*Funds and in-kind services donated to community groups and other nonprofit organizations.*

### Cash Contributions and Sponsorships

Contributions to nonprofit community organizations were made to:

- Dorr Institute for Arthritis: Operation Walk  
Operation Walk is a volunteer medical services organization founded and run by Keck Medicine of USC's Dr. Lawrence Dorr. The nonprofit is dedicated to providing life improving care for arthritis and other debilitating bone and joint conditions for individuals who do not have health insurance. In its fourth year, the hospital hosted Dr. Dorr's team and provided an operating room, medical supplies and staff to perform bilateral hip surgery on an uninsured Los Angeles County individual.

Through the Operation Walk organization, the hospital also hosted a team of nurses and technicians to assist with joint surgeries for the medically needy in Cuba. They completed 53 joint surgeries.

- Proyecto Pastoral Women's Conference

Presentations were focused on health care, nutrition and fitness, self-esteem, and wellness. Local health and social service agencies were in attendance to provide information and resources.

- **USC Norris Comprehensive Cancer Center**  
Support of the USC Norris Comprehensive Cancer Center provided cancer research, treatment, prevention and education.
- **Additional Support to Community Partners**  
The hospital provided in-kind donations of meeting space and parking for a number of nonprofit organizations and community groups. Contributions were made to additional nonprofit organizations, charity events and event sponsorships.

### **COMMUNITY BUILDING ACTIVITIES**

*Activities that support the community by offering the expertise and resources of the hospital.*

#### **Student Education: Internships and Mentoring, Workforce Development**

Keck Medicine of USC continued its efforts to engage students from local Los Angeles schools that typically enroll underserved students. Students from the Bravo Medical Magnet High School participated in a job shadowing and mentoring program. Each semester, three classes of students spend 7.5 hours a week working with staff in a variety of roles and departments.

Established in 1970, USC's Med-COR Program, which stands for Medical Counseling Organizing and Recruiting, works with high school students of color to help prepare them for careers in the health professions. Students are provided structured academic enrichment in the areas of mathematics, science, and English as well as academic counseling, SAT assistance, and summer internships at local hospitals. The program serves students from four local schools: Francisco Bravo Medical Magnet High School, King-Drew Medical Magnet High School, Orthopaedic Hospital Medical Magnet High School and Van Nuys High School.

A high school immersion program engaged local students in a series of lectures about health care. The students heard from hospital staff and toured the hospital. They viewed a surgery and got to see the behind the scenes work of a number of departments, including the laboratory and pharmacy.

## FINANCIAL SUMMARY OF COMMUNITY BENEFIT

USC Norris Cancer Hospital, Keck Hospital of USC and USC Verdugo Hills Hospital community benefit funding for FY16 (July 2015 – June 2016) are reported as a combined entity and summarized in the table below.

<b>Community Benefit Categories</b>	<b>Net Benefit</b>
Charity Care Financial Assistance <sup>1</sup>	\$5,399,312
Unpaid Costs of Medi-Cal and Other Means Tested Government Programs <sup>2</sup>	\$42,166,529
Health Professions Education and Research <sup>3</sup>	\$24,431,345
Other for the Broader Community <sup>4</sup>	\$1,247,641
<b>TOTAL COMMUNITY BENEFIT PROVIDED Excluding Unpaid Costs of Medicare</b>	<b>\$73,244,827</b>
Unpaid Costs of Medicare	\$84,148,360
<b>TOTAL COMMUNITY BENEFIT PROVIDED Including Unpaid Costs of Medicare</b>	<b>\$157,393,187</b>

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<sup>1</sup> Charity Care - Includes traditional charity care/financial assistance to eligible patients at reduced or no cost based upon the individual patient's financial situation.

<sup>2</sup> Unpaid costs of public programs include the difference between costs to provide a service and the rate at which costs are determined based on the overall cost to charge ratio. This total includes the Hospital Provider Fees (HPF) paid to the State of California.

<sup>3</sup> Costs related to health professions education programs, including graduate medical education and clinical training for students, and research that the hospital supports.

<sup>4</sup> Includes non-billed activities, such as community education, screenings, support groups and health support services; community benefit operations; and grants and in-kind donations to support community health.

## **COMMUNITY BENEFIT PLAN FOR FY 2017**

In FY16, USC Norris Cancer Hospital in conjunction with Keck Hospital of USC completed a Community Health Needs Assessment and identified priority health needs: access to care, cancer, chronic diseases and overweight/obesity. As required by federal IRS guidelines, an Implementation Strategy was developed to address the priority health needs. This plan spans the time period 2017-2019. For FY17, the hospital plans to continue to meet the identified priority health needs through a commitment of resources with the following programs and services.

### **Healthy Aging Project**

#### **Background**

Older adults in Metropolitan Los Angeles / Service Planning Area 4 (SPA 4), the region in which Keck Medical Center of USC resides, fare poorly on many health measures. This is due, in part, to inequitable social, economic and environmental conditions. The majority of these residents are foreign born (65.7%) and they have some of the lowest median household incomes in all of Los Angeles County. Chronic conditions and serious psychological distress are prevalent in this population. Additionally, SPA 4 has fewer allied health professionals (psychologists, RNs, respiratory care practitioners, LCSWs, OTs) when compared to other areas in Los Angeles County.

#### **Strategies**

Health professional students from USC will work with faculty to promote healthy aging in the community near the Health Sciences Campus. Emphasis will be placed on education, exercise and the importance of social connectedness—all associated with healthy aging. Students and faculty will establish collaborative relationships with community members to ensure that the project's goals are aligned with community-identified needs.

### **Access to Health Care and Focus on Chronic Diseases**

#### **Strategies**

USC Norris Cancer Hospital plans to address access to care and chronic diseases by providing links to health resources and offering preventive screenings at community events. The hospital will continue its support for health education workshops, support groups and an annual women's health conference. The hospital will also explore partnership opportunities to support programs and services at Arroyo Vista Family Health Center and Proyecto Pastoral at Dolores Mission that will increase access to care and address chronic disease management. As a leader in health care delivery, Keck Hospital of USC will provide access to health care through telemedicine services that reduce geographic barriers to care. The hospital will continue to provide financial

assistance through both free and discounted care for health care services, consistent with the hospital's financial assistance policy.

## **Cancer Care and Treatment**

### Strategies

USC Norris Cancer Hospital will continue its support of the USC Norris Comprehensive Cancer Center to provide cancer research, treatment, prevention and education. USC Norris partners with the American Cancer Society to offer health education and outreach to the greater Los Angeles community. We will provide health education and support groups that focus on a variety of topics related to health and wellness, cancer management, healthy eating, and physical activity. CancerHelp is a computer-based cancer education program from the National Cancer Institute. This education tool is made available to patients, staff and the public. The Image Enhancement Center at USC Norris Cancer Hospital assists with appearance and body image issues for men and women as a result of cancer treatment. Services will continue to be open to the community and include mastectomy prosthesis fittings.

## **Overweight and Obesity**

### Strategies

USC Norris Cancer Hospital plans to address obesity by supporting a weekly Farmer's Market at Hazard Park Recreation Center to provide fresh fruits and vegetables for our local community. We will donate fresh fruits and vegetables to the families in the local neighborhood where there are few local markets. USC will also collaborate with the Los Angeles Police Department to increase security and safety in Hazard park/local neighborhood to encourage exercise and outdoor activities. The hospital will support programs at the East Los Angeles YMCA and the Hazard Park Recreation Center for young people to increase activity levels.

## **Education in our Neighborhoods**

### Strategies

For many years, USC has committed to minority education in the health sciences. To support this priority need, USC Norris Cancer Hospital will support health care employment opportunities and a health care Mentorship/Training in partnership with Legacy LA.

## **Plan Effectiveness**

Keck Medicine of USC convenes a Community Benefit Advisory Committee (CBAC) that annually reviews the plan and its effectiveness. The CBAC is comprised of hospital and community representatives. It is through the CBAC that we solicit community views

on the hospital community benefit plan. The Advisory Committee reports to the Governing Board on community benefit efforts and program effectiveness.

**Measuring Impact**

USC Norris Cancer Hospital will monitor and evaluate the programs and activities outlined above. The hospital anticipates that the actions taken to address significant health needs will improve health knowledge, behaviors, and status; increase access to care; and help support good health. The hospital is committed to monitoring key initiatives to assess impact. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled Community Health Needs Assessment.